

Project Managers Message
10/16/02

On October 8 the OneSC Project Team met with Dr. Ray Orbach to brief him on our progress in Phase 1 of the SC Restructuring Project. Team members met with him in Washington and via video teleconference.

In this briefing we discussed the status of the project, our progress through September, our plans for October, the final Phase One Project Report, a number of issues and concerns, and next steps. A copy of the presentation, plus the monthly reports to Dr. Orbach for August and September are available on this site.

Dr. Orbach made a number of comments and raised several issues during our discussion that he wanted to share with the SC family:

- Dr. Orbach feels it is vital that everyone in the Office of Science and its laboratories understand the importance of the OneSC Project. Restructuring and reengineering of our processes are key to accomplishing his goals for increasing the support and resources needed to enhance the science mission. This requires all of us to make some changes in the way we carry out our roles.
- Accomplishing our goals will require change. In anticipation of restructuring, Dr. Orbach has already begun developing new relationships with Site Managers. In his travels and interactions as Director, he is taking every opportunity to begin defining new expectations for the roles of Site Managers in serving as his “eyes and ears” at each of the Laboratories. His goal is to attain a “sense of the laboratory” at each site in terms of both operations and science programs.
- Dr. Orbach noted that he has sought wide-ranging and open discussion of Site Office roles and other restructuring issues during his visits to SC sites. In this aggressive exploration of ideas some may have misinterpreted his remarks to reflect firm decisions or policy guidance. He is quite clear that he wants the OneSC team to give him the Team’s best thinking and recommendations, and that he is open to differing ideas about how to meet the OneSC Project goals as defined in the Project Plan. He will consider the Teams recommendations in the final Phase One Project Report and then make his final decisions about roles, responsibilities, authorities and accountabilities throughout SC.
- Dr. Orbach recognizes that he is redefining the expectations for Site Managers in involving them more directly in the Science mission. He also recognizes that this raises issues for both SC program staff and laboratory management, and that they must be participants in the evolution of this new emphasis. Programs, site offices and laboratories will need to be involved to create the best approach that will result in being able to reach that “sense of the laboratory” that he seeks. The upcoming DOE Site Managers Meeting at Fermilab at the end of October will be

an important forum for exploring these issues. Dr. Orbach anticipates a vigorous discussion.

- The roles of both Headquarters and the Support Centers will be important in providing Site Managers both the programmatic and operational support needed to fulfill the role Dr. Orbach anticipates for them. This will require some new ways of thinking about the program-site office relationship. Dr. Orbach wants to work with the SC Associate Directors on how best to accomplish this.
- Effective, quantitative measures and metrics will be important to attaining several related goals. Objective measures are key to assessing both DOE and laboratory performance. Efforts to implement a new model management and operating contract may well hinge on development of performance measures that permit an objective determination of laboratory performance. Such measures would provide a credible basis for DOE to reward contractors for truly outstanding scientific performance. Dr. Orbach believes we already have made a good start on developing such measures. Effective measures are also necessary to assess the OneSC Project itself. All these contribute to the credibility SC needs to win increased support for a stronger science program. We need to demonstrate that we are well and productively managed. If we can demonstrate success, there is a potential for increased resources. This need not be a “zero sum” game.
- Dr. Orbach would like to find some better ways of assuring the Laboratory Directors are fully informed about the OneSC Project. Their understanding and support are important to accomplishing the Project’s goals.

We plan to continue to share reports on the OneSC team’s major interactions as the Project moves forward. As always we welcome your questions and comments. Questions, comments and suggestions for the team may be submitted via the Q&A feature on our Web Site.

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